



Council
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Commercial Plan – Annual Delivery Plan 2016/17

Report by:

Commercial Director

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Purpose / Summary:

This report sets out the proposed annual delivery plan to support the Council's Commercial Plan.

RECOMMENDATION(S):

(1) That Council approve the annual Commercial Delivery Plan for 2016/17.

IMPLICATIONS

Legal:

The income recovery and generation activity of the Council will need to comply with the legal framework governing the powers and duties of the Council.

The main elements of this framework are described in general terms in Appendices 1 and 2 of the Council's Commercial Plan.

In addition, in reaching any particular decision to charge or trade the Council must comply with the general duties attaching to local government decision-making including the obligation to act rationally and fairly and to exercise its powers for a proper purpose. By way of illustration of the last of these, the courts have in the past quashed a decision to introduce car parking restrictions where they found the purpose to be income generation and not a real traffic management reason.

The legal implications of all the Council's income recovery and generation proposals will need to be considered carefully. This will be done on a case-by-case basis and the legal implications reflected in each business case that Members consider.

Financial:

FIN REF: FIN/127/16

The Commercial Plan is intended to guide the Council's activity in generating income and contributing to overheads. To achieve the Council's ambition of financial self-sufficiency it will be necessary to find in excess of £2.7m additional net income/savings by 2020. The Commercial Plan is intended to make a contribution to closing this 'funding gap'. The target is for the Commercial Plan to generate a minimum additional £1m revenue surplus (income). The Medium Term Financial Plan includes this target.

The Council has established an 'Invest to Earn Fund' of £1m for 2015-2020. The 'Invest to Earn Fund' will help finance the development of commercial projects and proposals including research and development activity such as market analysis, sales opportunities and the development of project business cases.

Staffing :

There are no direct staffing implications arising from this report. The resource implications of each commercial project will be considered and reflected in individual business cases.

Equality and Diversity including Human Rights :

This proposed commercial delivery plan has no direct equality and diversity implications. Each individual commercial project/initiative will need to consider any equality implications.

Risk Assessment :

Adopting a more commercial approach inevitably increases risk particularly financial, reputational and delivery risks. The Council's Commercial Board considers risks associated with each individual business case as well as monitoring and managing strategic risks associated with the Council's commercial approach. Risks are managed and reviewed in line with the Council's corporate risk management approach and overseen by Governance and Audit committee.

Climate Related Risks and Opportunities :

There are no direct climate related risks arising from this report.

Title and Location of any Background Papers used in the preparation of this report:

West Lindsey District Council Commercial Plan 2015-2020

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

x

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Background

- 1.1 The Council adopted a Commercial Plan in March 2015. The Commercial Plan is intended to support the Council's ambition to become self-financing by 2020. The plan sets out a framework to help guide the Council's cost recovery and income generation activities from 2015-2020.
- 1.2 The Commercial Plan focuses on four themes:
- Increasing income from Council services through trading and charging
 - Increasing external funding to the Council and the district
 - Increasing capital and revenue income from supporting housing and economic growth
 - Strengthening the Council's commercial culture and capability.
- 1.3 At the time of agreeing the Commercial Plan, Full Council recommended that an annual delivery plan be developed each year and considered alongside the Medium Term Financial Plan in March each year. In October 2015, Corporate Policy and Resources Committee approved the Commercial Delivery Plan for 2015/16.
- 1.4 This report details the proposed delivery plan for 2016/17 and its key performance measures. The report also summarises progress to date.

2 Commercial Plan - Progress Summary

- 2.1 The Commercial Plan sets out a four year programme of work with the aim of generating a minimum of £1million net revenue by 2019/2020. It has always been envisaged that the Council's commercial approach will begin slowly and gain momentum as new ideas come on stream and business cases are agreed and implemented.
- 2.2 The emphasis over the last 12 months has been on ensuring the foundations are in place to support the delivery of the Council's commercial ambitions. This has included establishing new governance arrangements, revising the approach to project management, developing and implementing new policies, and recruiting to key roles. In particular, the emphasis has been on engaging staff and elected members in shaping and developing the Council's commercial approach in order to develop a common understanding and commitment. A summary of progress against the 2015/16 delivery plan is included in Appendix 1.

2.3 In addition, a pipeline of commercial projects has been developed with several income generation initiatives well underway. The business planning process has also identified further income generation opportunities that are currently being reviewed by the Commercial Board.

2.4 Highlights of the Council’s progress with implementing the Commercial Plan so far are listed in the table below:

<p>Theme 1 - Generating greater income from the council’s services through charging, trading and investment (in order to reduce the net subsidy for each service)</p>
<ul style="list-style-type: none"> • Established a trading Corporate Fraud service • Enhanced and grown Trade Waste service – with over 100 customers • Provided commercial loan that is enabling roll-out of broadband services and generating interest • Redesigned pest control advice to secure a brokerage fee • Enhanced Trinity Arts Centre programme, increasing the number of customers and income generation • Hiring out Guildhall meeting rooms • Developed trading accounts for key services • Established £1m ‘Invest to Earn’ fund • Developed pipeline of commercial projects – with a high-level projected <u>gross</u> income of £1.7m by 2020. • Adopted new Council investment strategy • Reviewed fees and charges and agreed increases and new charges.
<p>Theme 2 - Securing greater external funding for the council and the district</p>
<ul style="list-style-type: none"> • Secured external funding to support delivery of council services, corporate priorities and for local communities/the district. • Secured new social investment fund for West Lindsey (Key Fund) • Secured GrantFinder to support identification of new funding opportunities • Strengthened relationships with key funding agencies e.g. Greater Lincolnshire Local Enterprise Partnership; Homes and Communities Agency (HCA); Department for Communities and Local Government (DCLG); One Public Estate • Revised external funding bids approval process
<p>Theme 3 - Increasing capital and revenue returns to the council through delivering housing and economic growth</p>
<ul style="list-style-type: none"> • Secured Housing Zone status for ‘Greater Gainsborough’ – providing a catalyst and focus for housing and economic growth and HCA investment. • Secured Food Enterprise Zone for Hemswell and Riseholme • Secured planning permission for Corringham Road site (adding book value) • Acquired and leased out 10 empty homes, generating a rental income • Negotiated financial compensation and termination of Beaumont Street car park lease • Developed Acquisitions and Disposals policy

- Developed Lease Management policy
- Developed Land and Property Management Plan
- Reviewed Council leases
- Implemented new computer-aided asset management system
- Undertaken conditions survey of council properties to inform development of a planned maintenance programme

Theme 4 - Enhancing the council's commercial culture and capability

- Held commercial plan workshops with elected members
- Developed commercial plan and annual delivery plan
- Established Commercial Member Steering Group
- Meetings held with teams to discuss the Council's commercial approach
- Revised business planning process to encouraged income generation proposals in addition to efficiency proposals
- Piloted 'Commercial Lunch and Learn' session for staff
- Recruited to key roles with an emphasis on commercial capability (Strategic Leads, Business Development and asset management support)
- Revised project and programme management approach

3 Commercial Plan - Annual Delivery Plan 2016/17

- 3.1 Appendix 2 contains the proposed annual delivery plan for 2016/17. The Annual Delivery Plan will be developed and considered by Council every March in conjunction with the Medium Term Financial Plan.
- 3.2 The Annual Delivery Plan details key milestones and success measures for each element of the Commercial Plan. Progress in delivering against the annual delivery plan will be monitored by the Commercial Member Steering Group and reported to Corporate Policy and Resources Committee every six months.
- 3.3 Commercial projects that are currently under development are not specified in the Annual Delivery Plan due to their commercial sensitivity. As individual projects are progressed and business cases developed they will be considered by the relevant Committee in line with the Council's existing governance framework.

4 Commercial Principles

- 4.1 In implementing the Annual Delivery Plan, the Council will adhere to the commercial principles established in the Commercial Plan:
- Legally compliant
 - High standards of corporate governance
 - Long-term view
 - Financial sustainability

- Appropriate rates of return
- Learning organisation
- Team Effort

5. Investment Appraisal

- 5.1 Each project and proposed procurement will be financially assessed through an investment model designed to show the rate of return over the lifetime of the project or asset.
- 5.2 The assessment will take into account all costs including costs of financing for purely financial investments and reflect appropriate risks and risks mitigation.
- 5.3 A project/asset will not be given the go ahead unless there is high confidence of achieving a return to the Council greater than the current treasury management average rate of return.
- 5.2 Currently, commercial projects are assessed for financial viability taking into account the time value of money, as well as payback period. Using a Net Present Value (NPV) approach ensures that the expected future returns exceed present day value returns after taking account of inflation, and indicates a level of sensitivity to future variations.
- 5.3 The Council's financial appraisal model applies a discount factor of 8% when analysing viability in order to take account of borrowing costs. This is in line with Cabinet Office guidance for Treasury projects. This means that for commercial projects to be considered viable they need to demonstrate a positive financial return of 3% or greater over their lifetime.
- 5.4 Robust due diligence is undertaken for each project prior to approval.

6 Measuring Success

- 6.1 It is important that the Council is able to monitor the success of its commercial approach and its contribution to the Medium Term Financial Plan.
- 6.2 The table below proposes a number of key performance indicators to help measure the impact of the commercial approach. It is proposed to these Key Performance Indicators are reviewed each year alongside the annual commercial delivery plan.

Theme	Key Performance Indicators	ACTUAL 2013/14	ACTUAL 2014/15
			BASELINE
(1) Generating greater income	Total amount of income generated	£1,110,289	£1,342,066

from the council's services	Income as a proportion of total expenditure	7.21	8.71
	Total net revenue income (i.e. surplus)	£1,782,978	£1,441,510
(2) Securing greater external funding	Total external funding secured for the Council	£1,460,480	£1,212,772
	Total external funding secured for communities/district	N/A	£482,805
(3) Increasing capital and revenue returns to the council through delivering housing and economic growth	Change in capital value of assets	£16,570	£16,818
	Rate of return on rental income	TBC	TBC
	Change in Council Tax base	-0.18	2.23
	Change in net business rates payable	-6.28%	7.5%
(4) Enhancing the council's commercial culture and capability	Proportion of staff that understand corporate objectives	81.4%	72.4%
	Proportion of members that understand corporate objectives	0%	47.2%

7. Conclusion

- 7.1 Considerable progress has been made in establishing the foundations required for the effective delivery of the Council's Commercial Plan 2015-2020. A number of commercial initiatives are already well underway with a pipeline of projects for which business cases will be developed during the plan period. Business cases will be considered in line with the Council's existing governance arrangements. Corporate Policy & Resources Committee will monitor the progress of implementing the annual delivery plan.
- 7.2 It is recommended that Council approves the Commercial Plan Annual Delivery Plan for 2016/17.

**Commercial Plan 2015 to 2020
Delivery Plan – Progress Update**

ST1: Generating greater income from the council’s services through charging, trading and investment (in order to reduce the net subsidy for each service)

Theme	Responsible Officer	Milestones	Due Date	Progress Update
ST1.1 Reviewing the trading and income potential of all Services	Commercial Director	<ul style="list-style-type: none"> • Business Development support established • Business plans developed by all services that consider income potential • Methodology for systematic review of services developed 	<p>October 2015</p> <p>October 2015</p> <p>June 2016</p>	<p>Senior Business Development Officer appointed</p> <p>Service Business Plans produced and identified income generation opportunities. These have been reviewed and prioritised by Commercial Board.</p> <p>Methodology for evaluation of income generating ideas has been agreed by Commercial Board.</p>

Theme	Responsible Officer	Milestones	Due Date	Progress Update
				Systematic review of services has been commissioned by Transformation Board.
ST1.2 Delivering a prioritised programme of business case development for commercial projects/initiatives	Commercial Director	<ul style="list-style-type: none"> • Commercial project pipeline established • Robust business cases developed for 4 potential commercial projects • 2 projects progressed to implementation 	Initial pipeline established June 2015 March 2016 March 2016	Project pipeline has been established by Commercial Board. 7 commercial projects currently in implementation and delivery phase.
ST1.3 Developing a systematic approach to customer insight, market analysis and environmental scanning for business opportunities	Commercial Director	<ul style="list-style-type: none"> • Licence for customer segmentation tool purchased • Key officers trained in use of tool • Customer segmentation used to inform development and implementation of 4 commercial projects 	December 2015 January 2016 March 2017	Experian Mosaic licence procured. Mosaic training taken place for key officer. Wider training scheduled for February.
ST1.4 Establishing an 'Invest to Earn' fund to stimulate business development	Group Accountant - Finance	<ul style="list-style-type: none"> • 'Invest to Earn' fund established • All services aware of 'invest to earn' funding 	Completed April 2015 November 2015 March 2016	Invest to Earn fund established. X projects supported by Invest to Earn fund at total cost of £y

Theme	Responsible Officer	Milestones	Due Date	Progress Update
		<ul style="list-style-type: none"> Funding drawn down to support development of commercial project(s) 		
ST1.5 Establishing effective financial systems for trading services to help manage direct and indirect costs	SL - Democratic and Business Support	<ul style="list-style-type: none"> Trading accounts established for key income generating services Payment systems reviewed to facilitate customers' payment preferences 	March 2016	Profit and Loss accounts developed for key income generating services Payment systems under review and solution implemented for Commercial Trade Waste invoicing.
ST1.6 Establishing appropriate charging policies (fees and charges) that balance the need for full-cost recovery with market sensitivity and legal constraints	Strategic Lead – Democratic and Business Support	<ul style="list-style-type: none"> Fees and Charges reviewed Pricing/Trading approach reviewed. 	March 2016	Revised and increased fees and charges approved, including introduction of new car parking charges. Pricing approach considered on a case by case basis for commercial projects.
ST1.7 Developing alternative service delivery models as appropriate	Commercial Director	<ul style="list-style-type: none"> Options for service delivery models considered as part of commercial project business cases 	March 2016	Business case for establishing company structures approved in principle by Commercial Board. Will be subject to

Theme	Responsible Officer	Milestones	Due Date	Progress Update
				formal Committee approval in 2016/17

ST2: Securing greater external funding for the council and the district

Theme	Responsible Officer	Milestones	Due Date	Success Measures
ST2.1. Developing a pipeline of strategic projects that can secure external funding	SL - Economic Development & Neighbourhoods	<ul style="list-style-type: none"> • Pipeline established • Develop business cases for prioritised projects • Undertake initial work to develop 'oven-ready' projects (e.g. land agreements) 	<p>Completed May 2015</p> <p>December 2015</p> <p>March 2016</p>	<p>Pipeline established.</p> <p>Capital programme developed and subject to Council approval in March 2016.</p> <p>Viability reviewed for all housing zone sites and technical studies commissioned and underway for Riverside Gateway and Food Enterprise Zone.</p> <p>Strategic projects registered with</p>

				Greater Lincolnshire Local Enterprise Partnership (GLLEP) as potential funding opportunities.
ST2.2 Establishing an approach for encouraging and approving external funding bids	Commercial Director	<ul style="list-style-type: none"> • GrantFinder licence procured • Approvals process established • Establish streamlined process for overseeing/ prioritising external funding bids • Establish staff resources for co-ordinating and developing external funding bids • Establish process for capturing and reviewing cost benefits of securing external funding 	<p>Completed June 2015</p> <p>Completed June 2015</p> <p>November 2015</p> <p>March 2016</p>	<p>Streamlined process established and communicated to relevant officers</p> <p>Process of capturing external funding benefits in place</p> <p>Staff resources reviewed as part of Localism review.</p>
ST2.3 Developing and influencing networks to maximise opportunities and success in securing external funding.	Commercial Director	<ul style="list-style-type: none"> • Key stakeholders identified • Regular liaison meetings established. 	March 2016	Regular liaison meetings established with Homes and Communities Agency (HCA);

				GLLEP; Lincolnshire County Council and other Lincolnshire districts. £x of HCA resources levered in plus contribution of significant staff time (<i>approx 3days per week</i>)
ST2.4 Maximising the leverage from the council's external funding activities	Director of Resources	<ul style="list-style-type: none"> • s151 approval process established • Regularly monitor and report value of additional resources leveraged through council grant/loan funding 	Completed July 2015 March 2016	Approval and monitoring process established.

ST3: Increasing capital and revenue returns to the council through delivering housing and economic growth.

Theme	Responsible Officer	Milestones	Due Date	Success Measures
ST3.2 Strengthening the council's approach to estate management (including facilities management) to maximise surplus and	SL – Housing and Regeneration	<ul style="list-style-type: none"> • Review of staff resources to support property and asset management 	Completed July 2015 September 2015	Staff resources reviewed and subject to further consideration by Corporate Leadership Team in February 2016.

return on investment.		<ul style="list-style-type: none"> • Land and Property Management Plan approved by Committee • Develop business case for resourcing land and property management • Internal Audit review of asset management • Establish baselines and targets for Key Performance Indicators • Commission and procure the development and management of a commercial investment portfolio 	<p>December 2015</p> <p>January/February 2016</p> <p>March 2016</p> <p>March 2016</p>	<p>Land and Property Plan approved and being implemented</p> <p>Draft scope developed for Internal Audit review of asset management. Review scheduled for March 2016.</p> <p>Commercial Investment Portfolio to be explored further by Commercial Member Steering Group</p>
ST3.3 Establishing a housing company to develop, own and manage new homes and return empty properties to use	Commercial Director	<ul style="list-style-type: none"> • Procure specialist legal and tax advice • Scope housing company structure, options • Develop Housing Company business case • Establish Housing Company (if appropriate) 	<p>September 2015</p> <p>January 2016</p> <p>March 2016</p> <p>July 2016</p>	<p>Specialist advice received on potential for establishing a housing company.</p> <p>Business case to be explored by Commercial Member Steering Group in March 2016 prior to any formal committee approval.</p>

<p>ST3.4 Stimulating business growth and investment by implementing the district's Economic Development Delivery Plan</p>	<p>SL - Economic Development & Neighbourhoods</p>	<ul style="list-style-type: none"> • Prioritise investment projects • Draw down PWLB funding if required • Develop vision and proposition for Gainsborough's growth • Develop targeted marketing strategy • Develop Local Development Orders for Food Enterprise Zone and Housing Zone sites 	<p>December 2015</p> <p>March 2016</p> <p>March 2016</p> <p>March 2016</p> <p>May 2016</p>	<p>Capital Programme developed and subject to Council approval in March 2016.</p> <p>Vision for Gainsborough's growth reflected in Local Plan.</p> <p>First phase of 'place marketing' work complete.</p> <p>Draft LDO produced for Riverside Gateway and work underway for Food Enterprise Zone LDO.</p>
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ST4: Enhancing the council's commercial culture and capability

Theme	Responsible Officer	Milestones	Due Date	Success Measure
<p>ST4.1 Developing a communications and engagement plan to involve all staff and members in the council's commercial approach</p>	<p>Commercial Director</p>	<ul style="list-style-type: none"> • Workshops held with members to develop commercial plan • Commercial 'Lunch and Learn' held with 10% of staff. Further sessions to be rolled out • Commercial Plan 	<p>Completed March 2015</p> <p>Biannually as a minimum</p> <p>November 2015</p>	<p>2 Commercial 'Lunch and Learn' sessions held with staff.</p> <p>Programme of regular sessions to be agreed by March 2016.</p> <p>Commercial Plan</p>

		<p>presentations to all team meetings</p> <ul style="list-style-type: none"> • Commercial Member Steering Group established • Commercial updates included in Corporate Updates • Commercial Delivery Plan considered by Full Council • Commercial Plan progress update considered by Corporate Policy and Resources Committee • Commercial Plan annual review and updated delivery plan considered by Full Council 	<p>Completed June 2015</p> <p>Quarterly</p> <p>November 2015</p> <p>March 2016</p> <p>March 2016</p>	<p>presentation delivered to 90% of team meetings. Commercial updates included in all Corporate Updates.</p> <p>Commercial Member Steering Group established and meeting regularly.</p> <p>Commercial Delivery Plan for 2015/16 approved by Corporate Policy and Resources Committee.</p> <p>Commercial Delivery Plan 2016/17 and progress report to be considered by Council in March 2016</p>
<p>ST4.2 Establishing a development programme for staff and elected members as part of the people strategy that underpins the council's commercial ambitions</p>	<p>SL - Democratic and Business Support</p>	<ul style="list-style-type: none"> • People Strategy approved • Finance Matters 2 training rolled-out • Review of member development programme to support commercial ambitions • Commercial competencies 	<p>December 2015</p> <p>March 2016</p> <p>March 2016</p> <p>June 2016</p>	<p>People Strategy approved.</p> <p>Finance Matter 2 training developed.</p>

		considered as part of annual staff appraisals		
ST4.3 Strengthening corporate systems and processes to support the council's commercial activities.	Director of Resources	<ul style="list-style-type: none"> Streamlined and effective approach to project/programme management Business planning process to encompass commercial/income generation proposals Improved commercial functionality (e.g. online payments; advertising/sponsorship) commissioned as part of website upgrade Systems improvements to enable flexible invoicing and payment terms 	<p>Completed March 2015</p> <p>October 2015</p> <p>August 2015</p> <p>March 2016</p>	<p>Income generation embedded within service business planning process.</p> <p>New website procured with potential for greater commercial functionality</p> <p>Invoicing flexibility reviewed and solution identified for Commercial Trade Waste.</p>
ST4.4 Ensuring that the council's commercial activities are resourced appropriately.	Commercial Director	<ul style="list-style-type: none"> Commission interim support for developing strategic approach to asset management Commission interim support to develop commercial business cases Recruit to vacancy in business development team Review resources 	<p>Completed June 2015</p> <p>February 2016</p> <p>October 2015</p>	<p>Interim support established and business development recruitment complete.</p> <p>Staff resources to support commercial development and implementation have been reviewed and subject to further consideration by</p>

		required to support commercial activities and delivery	December 2015	Corporate Leadership Team in February 2016.
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Commercial Plan 2015 to 2020

Delivery Plan - 2016/17

Approach to Deliver the Strategic Themes

ST1: Generating greater income from the council’s services through charging, trading and investment (in order to reduce the net subsidy for each service)

Theme	Responsible Officer	Milestones	Due Date
ST1.1 Reviewing the trading and income potential of all Services	Commercial Director	<ul style="list-style-type: none"> • 2016/17 Business plans to identify income generation opportunities • Systematic review of services completed 	October 2016 June 2016
ST1.2 Delivering a prioritised programme of business case development for commercial projects/initiatives	Commercial Director	<ul style="list-style-type: none"> • Robust business cases developed for 6 additional potential commercial projects • Minimum of 3 projects progressed to implementation 	March 2017 March 2017
ST1.3 Developing a systematic approach to customer insight, market analysis and environmental scanning for business opportunities	SL- Customer Focus	<ul style="list-style-type: none"> • Customer segmentation used to inform development and implementation of 6 commercial projects • Experian Mosaic tool reviewed and licence renewed if value for money • Establish effective corporate approach to capturing and analysing customer 	March 2017 November 2016

Theme	Responsible Officer	Milestones	Due Date
		intelligence and management information	
ST1.4 Establishing an 'Invest to Earn' fund to stimulate business development	Commercial Director	<ul style="list-style-type: none"> • All services aware of 'invest to earn' funding • Funding drawn down to support development of commercial project(s) • 	March 2017
ST1.5 Establishing effective financial systems for trading services to help manage direct and indirect costs	SL - Democratic and Business Support	<ul style="list-style-type: none"> • Payment systems reviewed further to facilitate customers' payment preferences • Trading and income generation reviewed regularly for established Commercial Projects 	June 2016 Quarterly as a minimum (frequency will be project specific)
ST1.6 Establishing appropriate charging policies (fees and charges) that balance the need for full-cost recovery with market sensitivity and legal constraints	SL – Democratic and Business Support	<ul style="list-style-type: none"> • Fees and Charges reviewed • Pricing/Trading approach reviewed. 	December 2016
ST1.7 Developing alternative service delivery models as appropriate	Commercial Director	<ul style="list-style-type: none"> • Options for service delivery models considered as part of individual commercial project business cases 	March 2017

ST2: Securing greater external funding for the council and the district

Theme	Responsible Officer	Milestones	Due Date
ST2.1. Developing a pipeline of strategic projects that can secure external funding	SL - Economic Development & Neighbourhoods	<ul style="list-style-type: none"> Implement capital programme (subject to approval by Council in March 2016) 	March 2017
ST2.2 Establishing an approach for encouraging and approving external funding bids	Commercial Director	<ul style="list-style-type: none"> Establish staff resources for co-ordinating and developing external funding bids Amount of external funding secured reviewed 	June 2017 Quarterly
ST2.3 Developing and influencing networks to maximise opportunities and success in securing external funding.	Commercial Director	<ul style="list-style-type: none"> Regular stakeholder meetings held. Further develop networks to maximise horizon-scanning and potential opportunities 	Frequency dependent on individual stakeholder
ST2.4 Maximising the leverage from the council's external funding activities	Director of Resources	<ul style="list-style-type: none"> Regularly monitor and report value of additional resources leveraged through council grant/loan funding 	Quarterly

ST3: Increasing capital and revenue returns to the council through delivering housing and economic growth.

Theme	Responsible Officer	Milestones	Due Date
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<p>ST3.2 Strengthening the council's approach to estate management (including facilities management) to maximise surplus and return on investment.</p>	<p>SL – Housing and Regeneration</p>	<ul style="list-style-type: none"> • Internal Audit review of asset management completed and reported to Committee • Land and Property Management Plan implemented • Planned maintenance programme established • Recruit resources (as appropriate and subject to approval) to support land and property management • Commission and procure the development and management of a commercial investment portfolio (subject to member approval) 	<p>July 2016</p> <p>March 2017</p> <p>January/February 2016</p> <p>July 2016</p> <p>December 2016</p>
<p>ST3.3 Establishing a housing company to develop, own and manage new homes and return empty properties to use</p>	<p>Commercial Director</p>	<ul style="list-style-type: none"> • Housing Company business case considered by Committee • Establish Housing Company (if appropriate) 	<p>May 2016</p> <p>July 2016</p>
<p>ST3.4 Stimulating business growth and investment by implementing the district's Economic Development Delivery Plan</p>	<p>SL - Economic Development & Neighbourhoods</p>	<ul style="list-style-type: none"> • Implement Capital Programme (subject to Council approval in March 2016) • Develop and implement targeted marketing strategy • Adopt Local Development Orders for Food Enterprise Zone and additional Housing Zone site • Implement Gainsborough Growth Delivery Plan 	<p>March 2017</p> <p>October 2016</p> <p>March 2017</p>

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ST4: Enhancing the council's commercial culture and capability

Theme	Responsible Officer	Milestones	Due Date
ST4.1 Developing a communications and engagement plan to involve all staff and members in the council's commercial approach	Commercial Director	<ul style="list-style-type: none"> • Implement programme of regular Commercial 'Lunch and Learn' sessions. • Commercial updates included in Corporate Updates • Review Commercial Member Steering Group and membership • Commercial Plan progress update considered by Corporate Policy and Resources Committee • Commercial Plan annual review and updated delivery plan considered by Full Council 	March 2017
			March 2017
			May 2016
			Minimum every biannually
			March 2017
ST4.2 Establishing a development programme for staff and	SL - Democratic and Business Support	<ul style="list-style-type: none"> • Finance Matters 2 training rolled-out • Review of member development 	June 2016

<p>elected members as part of the people strategy that underpins the council's commercial ambitions</p>		<p>programme to support commercial ambitions</p> <ul style="list-style-type: none"> Commercial competencies considered as part of annual staff appraisals 	<p>April 2016</p> <p>June 2016</p>
<p>ST4.3 Strengthening corporate systems and processes to support the council's commercial activities.</p>	<p>Director of Resources</p>	<ul style="list-style-type: none"> Review approach to project/programme management Business planning process to encompass commercial/income generation proposals Implement systems improvements to financial processes as required 	<p>June 2016</p> <p>October 2016</p> <p>March 2017</p>
<p>ST4.4 Ensuring that the council's commercial activities are resourced appropriately.</p>	<p>Commercial Director</p>	<ul style="list-style-type: none"> Recruit resources required to support commercial activities and delivery (subject to approval) All commercial business cases to consider staffing implications of project development and implementation 	<p>June 2016</p> <p>March 2017</p>